

Factors Affecting the Performance of State Civil Apparatus: a Study in the Religious Office of Palembang City, Indonesia

Fatimah^{a*}, Omar Hendro^b, Muhammad Idris^c, Choiriyah^d, Yusmaniar^e,
^{a,b,c,d,e}Universitas Muhammadiyah Palembang, Indonesia, Email:
^{a*}fatimahma@yahoo.co.id,

This research was conducted on 134 State Civil Apparatus working in the Offices of Religious Affairs (KUA) separated in 16 Districts in Palembang City. The purpose of this study is to examine the factors that influence the performance of the State Civil Apparatus in the Religious Affairs offices. We used the variables leadership style and competence as exogenous variables, working motivation functions as a mediator, and performance as an endogenous one. We applied path analysis approach to data analysis. The results show that leadership style and competency directly and significantly influence motivation. Moreover, it indicated that competency has more influence than leadership style on motivation. Leadership style, competence, and motivation have significantly direct effects on performance yet competency is more influential than leadership style and motivation. Additionally, motivation significantly mediates the effects of leadership style and competence on performance.

Key words: *Leadership Style, Competence, Motivation, Performance.*

Introduction

The Ministry of Religion is one of the government agencies in charge of organising and managing the religious field. The Office of Religious Affairs (KUA) is the Technical Implementation Unit (UPT) of the Directorate General of Islamic Community Guidance of the Indonesian Ministry of Religion at the district level. It is one degree below the Office of the Ministry of Religion at the city or regency level in the Islamic religious field and assists in the development of general governance in the religious field. The Directorate General of Islamic Community Guidance consists of 16 KUA sub-districts in Palembang City.

It requires great effort to improve employee performance. It is a serious challenge because success in achieving organisational goals depends on the quality of human resource performance. Choosing and implementing appropriate strategies are needed to improve employee performance. Various strategies can be used to improve employee performance, among others, leadership, competence, motivation, compensation, working discipline, career development, education and training, experience, and environment.

Problems in the bureaucratic environment of the Office of Religious Affairs are closely related to the image and performance of employees. One of the low employee performances can be seen from the results of Employee Work that have not applied the quality standards, that is, employees do not follow Operational Standard Procedures (OSP). In addition, employees have not been able to achieve the work targets set by the office. The work cannot be done on time under the target set, and the length of time to complete a job (cycle time) has not been sufficient. For instance, making a duplicate marriage certificate should be completed within one day, but in reality, it often takes more than one week, and the work produced is of low quality (García-Santillán, 2019).

To improve the performance of these employees, it is necessary to understand what factors possibly affect employee performance. Some researchers find that motivation is affected by leadership style (Yohanes Susanto, 2016) and competence (Gunawan, 2015). Furthermore, competence influences performance (Endang sayfudin Mubarok et al., 2018. Donatus Adi Kurniawan, Guswandi & Akhmad Sodikin, 2018) and motivation influences performance (Subari and Hanes Riadi, 2015; Ana Sriekaningsih and Djoko Setyadi, 2015).

Literature Review

a. Performance

Performance is about doing work and the results achieved from work (Wibowo, 2017; Simanjuntak, 2011), According to Sulistiyani and Rosidah (2009), a person's performance is a combination of ability, effort, and opportunity that can be assessed from his work.

A person's ability is influenced by his understanding of the type of work and the skills to do it. . Moreover, motivation on performance cannot be ignored, because even if the employee's ability is excellent, less working motivation will result in low performance (Sinambela, 2012).

According to Wibowo (2017, p. 85), implementation of performance is significantly influenced by several factors stem from the workers themselves and the organisation. Workers' performance is strongly influenced by their ability or competence, while

organisational performance is influenced by how well the leader empowers his workers, how they reward workers and how they help improve employee performance through coaching, mentoring and counselling. According to Wibowo (2017), performance measures can be classified into productivity, quality, timeliness, cycle time, resource utilisation, and costs.

b. Motivation

Motivation is a process that explains the strength, direction, and perseverance of a person to achieve goals (Robbins, 2015). Motivation is a series of attitudes and values that affect individuals to gain specific things following their goals. The attitudes and values are invisible, which gives strength to encourage individuals to behave in achieving their goals (Zainal, Ramly, Mutis & Arafat, 2014, p. 607). According to Hariandja (2009), motivation can be considered as a factor that drives and encourages a person's behaviour (Sutrisno, 2012) or desires to carry out an activity expressed in the form of hard or weak business. According to Robbins and Coulter (2010), motivation refers to the process by which a person's efforts are energised, directed, and sustained towards achieving a goal. According to Wibowo (2017), motivation is an impetus for a series of human behaviour processes towards achieving goals. The elements contained in motivation include aspects of arousing, directing, maintaining, showing intensity, being continuous, and having goals. According to Masmuh (2013), motivation means the activity of giving impetus to someone or yourself to take the desired action.

Wibowo (2017) shows that individual input and work context are two key factors that influence motivation. Sulistiyani and Rosidah (2009) demonstrate that leadership affects motivation because it is a dynamic force that stimulates motivation and organisational coordination in achieving goals. Furthermore, Sutrisno (2015) indicates that managers must always motivate their employees to carry out their duties.

According to Sutrisno (2012), motivation as a psychological process in a person is influenced by internal factors (the desire to be able to live, the desire to be able to have, the desire to obtain appreciation, the passion to obtain recognition, and the desire to power) and external factors (conditions of the work environment, adequate compensation, proper supervision, availability of job guarantees, status and responsibilities, flexible rules).

c. Competence

Competence refers to several characteristics that underlie individuals to achieve superior performance. It is the knowledge, skills and abilities related to work and needed for non-routine jobs (Zainal, Ramly, Mutis & Arafat, 2014). According to Sutrisno (2012), competence is an ability to carry out a job or task based on skills and knowledge and is

supported by work attitudes. Thus, competence shows the skills or knowledge that are characterised by professionalism in a particular field (Wibowo, 2017). According to Zainal, Ramly, Mutis, and Arafat (2014), there are various methods used to measure competence, for example, behaviour event interview (BEI), tests, assessment centre, biodata, and rating.

d. Leadership Style

Leadership is about seeking people from top to bottom in the organisation to improve its performance (Wibowo, 2017). According to Thoha (2014), leadership style is a way for a leader to influence the behaviour of others. According to Mathis (2012), leadership style is a set of characteristics, behavioural patterns or strategies leaders apply to influence subordinates to achieve organisational goals. According to Gibson et al. (2010), leadership style is a person's behaviour pattern that is designed to integrate individual and organisational goals to achieve a common goal.

Ivancevich, Konopaske, and Matteson (2004) show that there are four situational leadership styles developed by Hersey and Blanchard using OSU (Ohio State University) research, namely, Telling, Selling (Participating), Participating (participation), and Delegating. According to Rivai and Mulyadi (2013), in leadership, there are activities influencing and moving subordinates to achieve goals. In order to succeed in leading subordinates. In addition to having quality and character, it is also required to be able to influence and direct subordinates. Thus a person must be able to carry out leadership functions, including coordination, decision making, communication, and attention to subordinates.

Methodology

This research was conducted on 134 State Civil Apparatus (ASN) Office of Religious Affairs (KUA) in 16 Districts in Palembang City, details of population and samples calculated from Slovin formula, can be seen in Table 1.

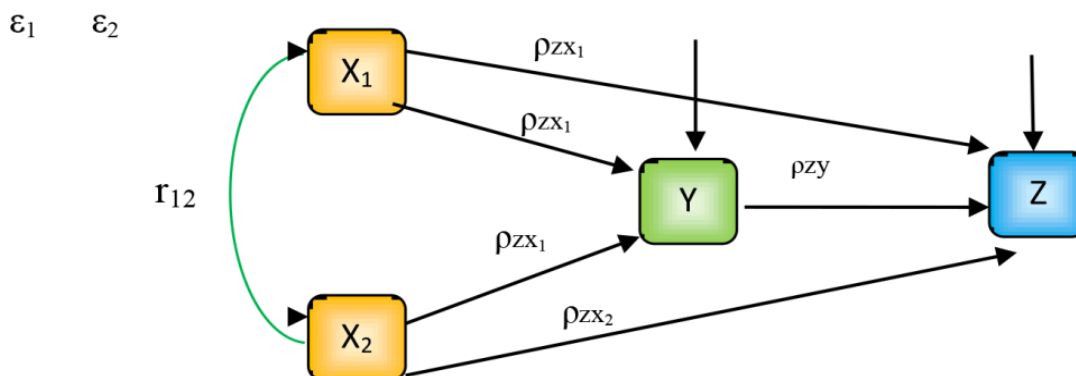
Table 1: Total Population and Research Samples

Number	Office of Religious Affairs (KUA)	Number of Employees/Population (person)	Number of Samples (person)
1.	KUA Kecamatan Bukit Kecil	7	5
2.	KUA Kecamatan Gandus	8	5
3.	KUA Kecamatan Ilir Barat I	13	9
4.	KUA Kecamatan Ilir Barat II	12	8
5.	KUA Kecamatan Ilir Timur I	13	9
6.	KUA Kecamatan Ilir Timur II	16	11
7.	KUA Kecamatan Kalidoni	11	7
8.	KUA Kecamatan Kemuning	19	13
9.	KUA Kecamatan Kertapati	11	7
10.	KUA Kecamatan Plaju	11	7
11.	KUA Kecamatan Seberang Ulu I	13	9
12.	KUA Kecamatan Seberang Ulu II	11	7
13.	KUA Kecamatan Sako	17	11
14.	KUA Kecamatan Sukarami	16	11
15.	KUA Kecamatan Alang-Alang Lebar	12	8
16.	KUA Kecamatan Sematang Borang	10	7
Amount		200	134

Source: Palembang City, Ministry of Religion, 2019.

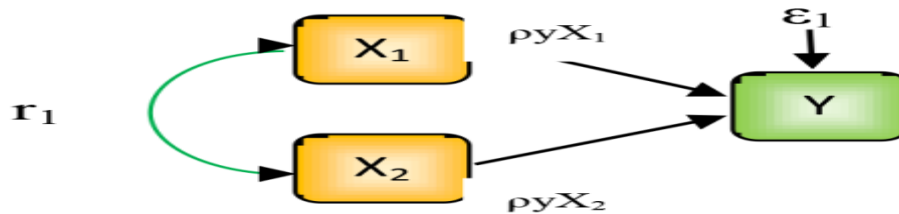
The variables used are performance, motivation, leadership style, and motivation. Path Analysis approach is used to analyse the data

Figure 1. Complete Path Diagram



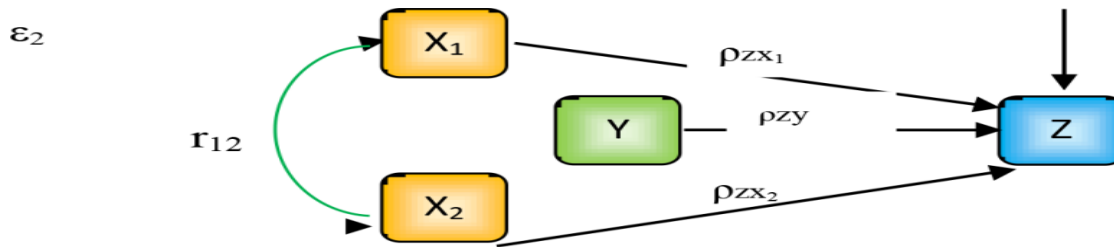
a. Sub Structure 1

$$Y = \rho_{yx_1}X_1 + \rho_{yx_2}X_2 + \varepsilon_1$$



b. Sub Structure 2

$$Z = \rho_{zx_1}X_1 + \rho_{zx_2}X_2 + \rho_{zy}Y + \varepsilon_2$$



Research Result

Table 2: Sub-Structure Path Analysis Test Results 1

Coefficients					
Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	21,628	3,004		7,199	,000
1 Competence (X2)	,129	,029	,374	4,405	,000
1 Leadership Style (X1)	,072	,033	,184	2,169	,032

a. Dependent Variable: Motivasi (Y)

The results of the analysis above show that competence and leadership style directly influence motivation. The significant levels of the leadership style and competence are 0.032 and 0.000, respectively, which are smaller than the alpha value of 0.05. The results can be expressed in the equation models as follows.

$$Y = \rho_{yx_1}X_1 + \rho_{yx_2}X_2 + \varepsilon_1$$

$$Y = 0,184X_1 + 0,374X_2 + 0,875\varepsilon_1$$

Table 3: Sub-Structure path analysis test results 2

Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
		1	(Constant)	14,703		
	Motivation (Y)	,400	,109	,277	3,660	,000
	Competence (X2)	,192	,039	,385	4,890	,000
	Leadership Style (X1)	,089	,042	,158	2,107	,037

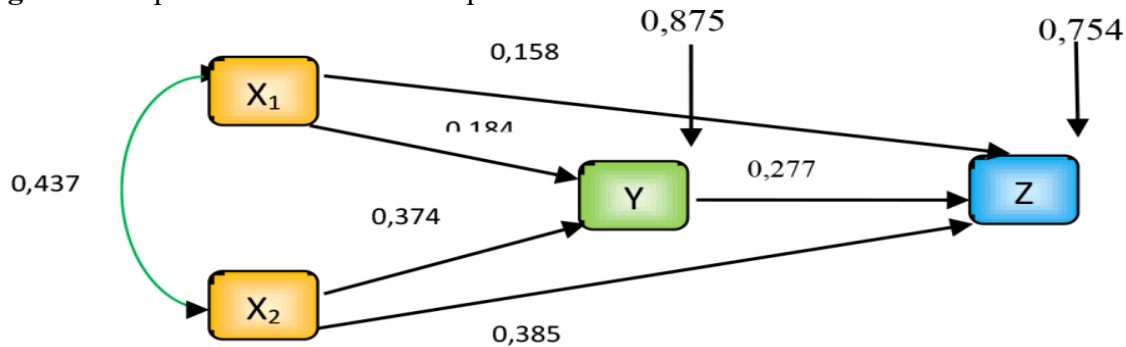
a. Dependent Variable: Kinerja (Z)

The results in table 3 show that performance is significantly and directly influenced by motivation, leadership style, and competence at the 0.05 level (p-value = 0.037, 0.000, and 0.000, respectively) The results can be expressed in the following equations.

$$Z = \rho_{zx_1}X_1 + \rho_{zx_2}X_2 + \rho_{zy}Y + \varepsilon_2$$

$$Z = 0,158X_1 + 0,385 X_2 + 0,277 Y + 0,754\varepsilon_2$$

Figure 2. Empirical causal relationships between research variables



Discussion

The path coefficient of sub-structure 1 shows that leadership style and competence have a significant effect on working motivation, and competence has a more significant impact on work motivation than leadership style. This is in line with Gunawan's (2015) research, which indicates that competence affects motivation positively and significantly. Moreover, motivation and competence directly has a positive and significant impact on performance. Competence affects positively and significantly performance through motivation on UPTD Regional Revenue I Palu. Research conducted by Rego, Supartha & Yasa (2017) indicates that motivation mediates the relationship between leadership and employee performance. Murgianto, Sulasmi & Suhermin (2016) show that commitment, competence, and job satisfaction affect motivation. Furthermore, commitment, competence, job satisfaction, and

motivation affect performance. According to Sanusi (2015) lecturer's performance is affected indirectly by the commitment to the organisation and trust on the organisation.

The path coefficient of sub-structure 2 shows that leadership style, competence, and motivation have a significant effect on performance. Moreover, competence has a more significant impact than leadership and motivation style.

Both leadership style and competence have a significant effect on performance through work motivation, and competence is more meaningful than leadership. This is in line with Chairil, Darwis, and Jamaluddin (2016)' research, showing that there is a positive and significant influence of leadership function on employee motivation at the Office of Education in Sinjai District. The results also showed that leadership function of the head of the Education Office in Sinjai District affects positively and significantly employee motivation. In addition, Syopwani (2017) indicates that leadership and competence have a significant impact on employee performance, whereas leadership influences competence positively

Rahmawati and Gilang (2017) shows that motivation influences performance. Nasdir, Nongkeng, and Budiman (2018) indicate that competence, leadership style, and motivation simultaneously influence the performance of Bantaeng District Transportation Department employees. Fadli (2018) notes that competence, motivation, and leadership style have a positive and significant impact on employee performance. Ma'arif and Najib (2017) point that competence and motivation affect performance both directly and indirectly.

Conclusion

This study shows that there is a significant influence of leadership style and competence on working motivation directly. Moreover, competence is more influential than leadership style in increasing working motivation.

Additionally, leadership style, competence, and motivation affect performance directly and significantly. Competence is more influential than leadership style and motivation in improving performance.



REFERENCES

- Chairil, A., Darwis, M., & Jamaluddin. (2016). Pengaruh Fungsi Kepemimpinan Terhadap Motivasi Kerja Pegawai Padakantor Dinas Pendidikan Kabupaten Sinjai. *Jurnal Office*, 2(1), 1-8.
- Fadli, F. (2018). Pengaruh Kompetensi, Motivasi, dan Gaya Kepemimpinan Terhadap Kinerja Pegawai pada Kantor Pelayanan Pajak Pratama Makassar Selatan. *Jurnal Aplikasi Manajemen, Ekonomi dan Bisnis*, 2(2), 12-22.
- García-Santillán, A. (2019). An Algorithm to Renegotiate Debt through Equivalent Equations and Transaction Costs: A Proposal for the Field of Financial Education. *International Electronic Journal of Mathematics Education*, 14(1), 123-136. <https://doi.org/10.12973/iejme/3981>
- Gibson, J. L., Ivancevich, J. M., Donnelly, J. H., & Konopaske. (2012). *Organisations Behaviour, Structure, Processes* (14th edition). Singapore: McGraw-Hill.
- Gunawan, G. (2015). Pengaruh Kompetensi Terhadap Kinerja Pegawai Dan Motivasi Sebagai Variabel Intervening Pada Kantor Uptd Pendapatan Wilayah I Palu. *Katalogis*, 3(1), 75-83.
- Hariandja, M. T. F. (2009). *Manajemen Sumber Daya Manusia*. Jakarta: Gramedia Widiasarana Indonesia.
- Ivancevich, J. M., Konopaske, R., & Matteson, M. (2006). *Perilaku dan Manajemen Organisasi*. Jilid 2 (ed.7): Erlangga.
- Kurniawan, D. A. Guswandi & Akhmad Sodikin.(2018). The Effect of Competence and Motivation on Employee Performance Through Employees Capabilities on PT. Binasinar Amity. *International Journal of Research Science & Management*, 5(5), 48-60.
- Masmuh, A. (2013). *Komunikasi Organisasi dalam Perspektif Teori dan Praktek*. Malang: Universitas Muhammadiyah Malang.
- Mathis, R. L., & Jackson, J. (2012). *Human Resource Management* (J. Sadelidan B.P. Hie, Penerjemah). Buku 2 (ed. 9). Jakarta: SalembaEmpat.
- Mubarok, E. S. (2018). The Influence of Training, Competence, and Motivation on Employees Performance of Workers Social Security Agency in Banten Province, Indonesia. *Journal of Economics and Sustainable Development*, 9(4), 129-139.



- Munparidi, M. (2012). Pengaruh Kompetensi, Motivasi, Pelatihan dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada PDAM Tirta Musi Kota Palembang. *Jurnal Orasi Bisnis*. ISSN 2085-1375. Edisike-VII. Mei 2012. 47-54.
- Murgianto, S. S. Suhermin. (2016). The Effects Of Commitment, Competence, Work Satisfaction On Motivation, And Performance Of Employees At Integrated Service Office Of East Java. *International Journal of Advanced Research*, 3(1), 378-396.
- Nasdir, N., Nongkeng, H., & Budiman, B. (2018). Pengaruh Kompetensi, Gaya Kepemimpinan dan Motivasi Terhadap Kinerja Pegawai pada Dinas Perhubungan Kabupaten Bantaeng. *Yume: Journal of Management*, 1(2).
- Nurjanah, W. D. (2017). Pengaruh Kepemimpinan dan Motivasi Terhadap Kinerja Karyawan pada PT. Sumber Bengawan Plasindo Karanganyar. *Jurnal Penelitian dan Kajian Ilmiah Fakultas Ekonomi Universitas Surakarta*, 15(1), 50-63.
- Pramudito, L., & Yuniarto, A. (2009). Pengaruh Kepemimpinan dan Motivasi Terhadap Kinerja Dengan Komitmen Organisasional sebagai Mediasi (Studi Pada Perangkat Desa Se Kecamatan Batang Kabupaten Batang). *Telaah Manajemen*, 6(1), 1-18.
- Rafiie, D. S., Azis, N., & Idris, S. (2018). Pengaruh kompetensi, gaya kepemimpinan, budaya kerja dan lingkungan kerja terhadap kepuasan kerja pegawai dan dampaknya terhadap kinerja pegawai Kantor Kementerian Agama Kabupaten Aceh Barat. *Jurnal Magister Manajemen*, 2(1), 36-45.
- Rahardjo, S. (2014). The effect of competence, leadership and work environment towards motivation and its impact on the performance of teacher of elementary school in Surakarta City, Central Java, Indonesia. *International Journal of Advanced Research in Management and Social Sciences*, 3(6), 59-74.
- Rahim, A., Syech, S., & Zahari, M. (2017). PENGARUH LINGKUNGAN KERJA DAN KOMPETENSI TERHADAP MOTIVASI KERJA SERTA DAMPAKNYA TERHADAP KINERJA PEGAWAI PADA DINAS PENDIDIKAN KABUPATEN TANJUNG JABUNG TIMUR. *J-MAS (Jurnal Manajemen dan Sains)*, 2(2), 133-149.
- Rahmawati, D. A., & Gilang, A. (2017). Pengaruh Motivasi Kerja Terhadap Kinerja Pegawai Negeri Sipil. *Jurnal Computech & Bisnis*, 11(2), 79-86.
- Rêgo, E. B. D., Supartha, W. G., & Yasa, N. N. K. (2017). Pengaruh Kepemimpinan Terhadap Motivasi dan Kinerja Karyawan pada Direktorat Jendral Administrasi dan Keuangan. *Kementerian Estatal Timor Leste*, 6(11), 3731-3764.



- Rivai, V., & Mulyadi, D. (2013). *Kepemimpinandan Perilaku Organisaai* (edisiketiga). Jakarta: Raja Grafindo Persada.
- Robbins, S. P., & Coulter, M. (2010). *Manajemen* (edisi 10). Jakarta: Erlangga.
- Robbins, S. P., & Judge, T. A. (2015). *Perilaku Organisasi* (edisi 16) (Saraswati, R., & Sirait, F, Penerjemah). Jakarta: Salemba Empat.
- Sanusi, A. (2015). The role of organisational commitment and trust on performance management and the implications for the lecturers' performance. *Journal of Economics, Business, and Accountancy Ventura*, 18, 391-402.
- Sihabudin, S. (2016). Pengaruh Kompetensidan Kompensasi Terhadap Motivasi Kerja di PT. Hamatetsu Indonesia. *Jurnal Manajemen & Bisnis Kreatif*. ISSN 2528-0597, 1(2), 25-35.
- Simanjuntak, P. J. (2011). *Manajemen & Evaluasi Kinerja* (edisi 3). Jakarta: Lembaga Penerbit Fakultas Ekonomi Unimersitas Indonesia.
- Sinambela, L. P. (2012). *Kinerja Pegawai, Teori Pengukuran dan implikasi*. Yogyakarta. Indonesia: Graha Ilmu.
- Sriekaningsih, A., & Setyadi, D. (2015). The Effect of Competence and Motivation and Cultural Organisation towards Organisational Commitment and Performance on State University Lecturers in East Kalimantan Indonesia. *European Journal of Business and Management*, 7(17), 208-220.
- Sriwidodo, U., & Haryanto, A. B. (2010). Pengaruh Kompetensi, Motivasi, Komunikasidan Kesejahteraan Terhadap Kinerja Pegawai Dinas Pendidikan. *Jurnal Manajemen Sumberdaya Manusia*, 4(1), 47-57.
- Subari, S., & Riady, H. (2015). Influence of Training, Competence and Motivation on Employee Performance, Moderated By Internal Communications. *American Journal of Business and Management*, 4(3), 133-145.
- Sujiati, S., Ma'arif, M. S., & Najib, M. (2017). THE EFFECT OF MOTIVATION AND COMPETENCE ON EMPLOYEE PERFORMANCE IN SATELLITE TECHNOLOGY CENTER-NATIONAL INSTITUTE AERONAUTICS AND SPACE. *Jurnal Aplikasi Manajemen*, 15(2), 229-237.
- Sulistiyani, A. T., & Rosidah, (2009). *Manajemen Sumber Daya Manusia, Konsep, Teori dan Pengembangan dalam Konteks Organisasi Publik* (edisi 2). Yogyakarta: Graha Ilmu.



- Susanto, H., & Aisyah, N. (2010). Analisis pengaruh kepemimpinan dan budaya kerja dengan motivasi sebagai variabel intervening terhadap kinerja karyawan di Kantor Pertanahan Kabupaten Kebumen. *MAGISTRA*, 22(74), 15.
- Susanto, Y. (2016). Kepemimpinan dan Kompensasi Pengaruhnya Terhadap Motivasi Kerja Serta Implikasinya Pada Kinerja Karyawan Koperasi Simpan Pinjam di Kota Palembang. *JURNAL MANAJEMEN DAN BISNIS SRIWIJAYA*, 14(4), 449-470.
- Sutrischastini, A., & Riyanto, A. (2015). Pengaruh Motivasi Kerja Terhadap Kinerja Pegawai Kantor Sekretariat Daerah Kabupaten Gunungkidul. *Kajian Bisnis STIE Widya Wiwaha*, 23(2), 121-137.
- Sutrisno, E. (2015), *Manajemen Sumber Daya Manusia (edisiPertama)*. Jakarta: Kencana Prenadamedia Utama.
- Syopwani, S. (2017). Pengaruh Kepemimpinan dan Kompetensi terhadap Kinerja Pegawai Kantor Kecamatan Pancorankota Administrasi Jakarta Selatan. *Jurnal Renaissance*, 2(01), 125-131.
- Talahatu, I. (2015). Pengaruh Kepemimpinan Terhadap Kinerja Karyawan PT. Kimia Farma Trading dan Distribution Cabang Ambon. *Citra EkonomikaJurnalEkonomi*, 4(1), 11-22.
- Thoha, M. (2014). *Perilaku Organisas, Konsep Dasardan Aplikasinya*. Jakarta: Raja Grafindo Persada.
- Wibowo. (2017). *Manajemen Kinerja (edisi kelima)*. Jakarta: Rajawali Pers.
- Yulianto, W., Munandar, J. M., & Purwono, J. (2017). Motivation, Leadership, Competence, and Training Impact towards staff Performance Using Job Satisfaction as Intervening Variables (Case Study at Sukamandi Apparatus Training Center). *The International Journal Of Business & Management*, 5(8), 184-190.
- Zainal, V. R., Ramly, M., Mutis, T., & Arafah. (2014). *Manajemen Sumber Daya Manusia untuk Perusahaan dari Teorike Praktek (edisi 3)*. Jakarta: Raja Grafindo Persada.
- Zubaidah, R. A. (2016). Pengaruh Kepemimpinan Kepala Sekolah dan Kompetensi Guru Terhadap Motivasi Kerja Guru serta Implikasinya pada Kinerja Guru di SMP Negeri Kota Palembang. *Jurnal Ecoment Global*, 1(2), 8-20.